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8 **Caution: Crash Computer Conversion**
"A computer conversion must be undertaken realistically. A crash program often produces serious long-term effects and can adversely affect the day-to-day operation of an organization. Resistance to data processing at all levels of management can be significant."
J. D. MacLean

12 **Let's Compare Work Measurement Techniques**
Need has given the impetus to work measurement in the processing of data. Students of administrative management and industrial engineering have responded to this need by developing techniques for measurement that provide reasonable and meaningful standards.
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17 **How Good Are Financial Performance Control Systems?**
Responsibility accounting has been chosen as an example for demonstrating the effectiveness of fiscal performance control systems.
Rolf E. Rogers

22 **Future Programming Of Computer Applications**
The programming of scientific and commercial applications is evolving through four phases: subroutine assisted assembly language programming, procedural compiler assisted programming, application package assisted systems, and application compiler assisted systems.
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28 **The Operations Research Gap**
As obvious problems to which operations research was applied dissolved, OR was asked to handle progressively more complex and obtuse problems.
Francis J. O'Reilly

34 **Reaching For Creativity**
Many words are needed to hone the word creativity to a fine definitive edge. It is best not to try for such a definition, but instead to try to (1) recognize creativity; (2) use it when we see it; and (3) get more of it if we can use it.
Wallace C. Andrews

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12 **"The Tryout:" One Company's Approach**
The systems analyst needs a measure of imagination and finesse—a blend of ingredients which provides the desire and ability leading to performance. This performance should express itself with a "tryout" for achieving results.
Norman E. Glunz

18 **Zero Defects Is A Motivational Tool**
As a simple application of good management, zero defects philosophy applies to all levels. It sees errors as the symptom of a problem; it improves communications; and it recognizes employees for all accomplishments.
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22 **Systems And Auditing: The Case For More Interaction**
Contacts between systems men and auditors have enhanced their professional stature; also, the two professions are gravitating closer to one another.
John F. Gallagher

28 **A Re-evaluation Of MICR Commercial Applications**
Magnetic Ink Character Recognition can be used advantageously in limited, non-banking applications, but its widespread use is not envisioned until some low cost, reliable encoding equipment is marketed.
Alan J. Zinser

32 **The Revolution In Information Technology For The Small User**
Technological developments in the information processing field affecting the smaller firm or organization can be identified in terms of two major categories: small, inexpensive general purpose digital computers; and shared-time terminal systems.
Donald F. Blumberg

38 **How Can Work Measurement Be Applied To R & D?**
With many companies investing more capital in research and development projects, it becomes more important to determine how efficiently the money is being spent.
Paul A. Mills

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10 **Systems Implications Of Hardware Trends**
The cost of electronic memory is decreasing in relation to the cost of overall system operation. There are many ways in which the resulting "profit" can be used to great advantage. These are discussed in this article.
R. F. Clippinger

20 **A Time-Sharing System For Business Operations**
Administrative Terminal Systems have been demonstrated to be successful in such operations as those that require file maintenance on a real-time basis at frequent intervals.
G. F. Duffy

27 **Computer Systems: How Now Their Effects On The Organization?**
At the clerical level there will be fewer jobs, and those remaining will have tough standards of accuracy.
Rudolf Borchardt

30 **Updating A Company Record Program**
Here are some of the questions which must be posed and answered for a successful records program: What kind of record program does your company need? How do you file your records? Do you need the record at all? How do you handle computer records? How should records be destroyed? Who is responsible for records?
Albert J. French Jr.

34 **Problem Solving With Operations Research**
"O.R. is most effective when used as a planning tool—a guide to the most efficient use of present resources and for future planning—an operating guide for foreseeable changes in conditions and not a day-to-day decision maker."
A. Fendrock

40 **Controlling Labor Staffing Through Short-Interval Scheduling**
The heart of the system described here is the steady rhythm of work which is issued in the form of scheduled amounts every 20 minutes. Set amounts of work are signed out in accordance with this 20-minute schedule.
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July–August

10 **Planning For Real-Time Business Systems**
The modern systems planner must seek answers to three basic questions: (1) What is the technology to be like during the planning period? (2) What changes will take place in the organization's operating environment? (3) What are the long-range corporate goals?
Robert V. Head

20 **Progress In Fast-Response Systems**
Fast-response data processing systems are those whose response time to an input message is normally measured in seconds.
Richard G. Canning

26 **The New Era In Information Systems**
"The major interest of business will, of course, be focused on the impact of the Browsing Era on management. The question on everyone's mind is whether managers at all levels will communicate directly with systems and if so, how?"
Richard E. Sprague

32 **TDMS: A New Approach To Data Management**
Data manipulation by machine is increasingly necessary. And the machines are available, but they are not being used effectively. Because programmers are scarce, the solution lies in having the non-programmer user become closer to the machine.
Alfred H. Vorhaus

36 **Time-Sharing: Its Impact On The Systems Analyst**
A knowledgeable systems analyst must decide which applications require real-time answers, random retrieval, data file linkage or conversational processing and are justified on either a strategic or economic basis.
Richard T. Bueschel

38 **AESOP: An Approach To Management Information Systems**
AESOP, a laboratory-based prototype of a general purpose, on-line, visually-oriented information system, is used to investigate ways of handling many different types and levels of command and management problems.
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September–October

10 **Management By Problem Communication**
Management-by-exception reports rarely provide enough information to allow management to deal with the problems as they arise. None of these reports adequately communicates company problems to management.
John Munich

16 **Management Policy Manuals Achieve Corporate Objectives**
Policy manuals outline company objectives, provide guides for administrative action, improve communications, ensure a consistent approach to business problems and act as idea-producing catalysts.
Otto P. Kramer

20 **Manipulating Systems Models By Simulation**
"Although the model itself may give some valuable insight into the relationships between the properties of a system and the variables ~~which affect it, other analytical means must be used to bridge the~~ gap between theory and the actual conditions."
Justin G. F. Wollaston

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The six steps in the selling process—Attention, Interest, Desire, Conviction, Action and Satisfaction—should be applied to selling systems innovations to top and middle management.
William A. Preshing

30 **Of What Value Is Value Analysis?**
"Value Analysis does two things: it enables an individual to detect unnecessary costs in a product or service; and it provides him with the techniques and tools to remove these costs.
J. K. Fowlkes

34 **The Mature Supervisor**
What does maturity means to good supervision? Responsible independence. A "giving" attitude. Leaving egotism and competitiveness behind. Being able to distinguish fact from fancy. Being adaptable to the circumstances of life.
C. J. McGarr

November–December

10 **Visual Analysis For Management Planning**
The VAMP display can serve the informational needs of management in several ways. Because it assures recognition and facilitates understanding of all significant informational elements, VAMP is a useful adjunct to the management planning process.
George Shaheen

16 **Information Retrieval Of Supplier Evaluation Data**
Described here is a flexible manual system for the retrieval of data evaluating the capability of environmental laboratories and manufacturing plants as potential suppliers of services and parts. The environmental laboratories system provides information oriented by product and by testing capabilities. The manufacturing capabilities system provides information oriented by product and by process.
R. D. Shank

20 **Determining Optimum Policy Through Statistical Analysis**
When the results of random samplings are plotted in the form of a histogram, the shape or envelope of the graph follows very closely a normal distribution curve. Here's how this phenomenon can be used to determine economic policy.
Justin G. F. Wollaston

24 **Effective Control Through Responsibility Reporting**
Effective responsibility reporting will indicate that somebody, something and some segment of the business is a guiding factor in extending corporate objectives into profitable ventures.
I. Paul Friedman

30 **Human Relations And The Management Analyst**
In developing and maintaining effective and economical procedures, the analyst should include in his own objectives such human factors as upgrading individual effectiveness, raising morale, developing a sense of teamwork among the various organizational elements, and opening the paths to change.
Arthur B. Bangel

33 **Organization and Methods Activities in the United Kingdom**
The overall picture is one of wide ranging tasks and differing degrees of O & M effectiveness because of individual firm requirements, varying levels of responsibility and methods of training O & M specialists.
John Adderley